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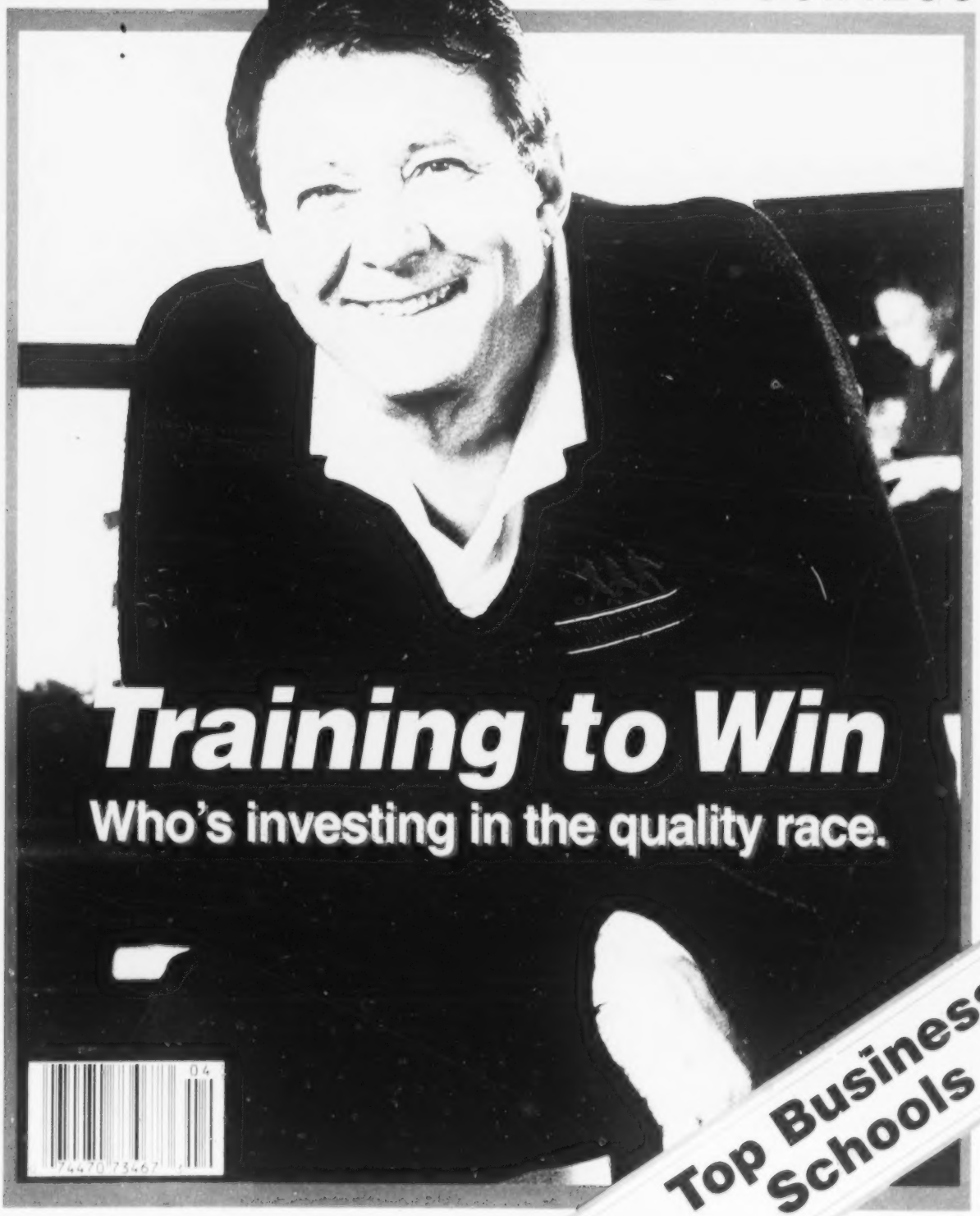
Hispanic BUSINESS



Training to Win

Who's investing in the quality race.

Top Business Schools

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Hispanic BUSINESS

April 1992 Volume 14, Number 4

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Frederick Ruiz , CEO of Ruiz Food Products in Dinuba, California won a $1.5 million grant for employee education.

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Ed Pastor is Arizona's first Hispanic member of Congress.

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Mention education in the context of the Hispanic community, and bilingual education immediately springs to mind. Or the dropout rate. Or problems with the schools. Public policy remedies are needed to benefit future generations of students, and an organized business community can do much to press for such remedies.

But half a million Hispanic owned companies—like the rest of the U.S. business community—have to deal right now with the bottom line results of an inadequate school system. If we don't train the current work force to be as productive as any in the world, nobody's going to do it for us.

Little information exists on the extent of in-house training nationwide, so we did a survey of the HISPANIC BUSINESS 500. The extent of their training is startling: maybe because there's an intense awareness of international competition within the Hispanic business sector.

"Policy remedies are needed to benefit future generations of students."

For example, our cover features Henry J. (Hank) Aguirre, an auto trim supplier to Detroit's now quality-obsessed Big Three. His 480-employee company, Mexican Industries in Michigan, built its own learning center and, by offering everything from mandatory courses in statistical process control to high school equivalency classes, is "turning every employee into a quality control expert."

A number of the 500 report they've won grants for their training programs from state and federal agencies—by taking the time to write a thorough grant proposal. Ruiz Food Products in Dinuba, California tops the list in this respect. This company of 1,100, headed by CEO Frederick Ruiz, received $1.5 million from the state of California to construct an employee education and training center. More than 300 employees are enrolled in courses year round.

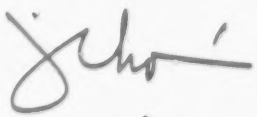
We found a deep commitment to business education for Hispanic youth, too. One measure of that commitment is a multi-million-dollar Hispanic Business College Fund being put together by a fast expanding list of business leaders representing, so far, the states of Florida, Texas, New Mexico, Oregon, and California.

The idea is a simple one: that Hispanic business men and women should develop a major source of financial support for deserving Hispanic business students...that, while scholarship money for minorities is threatened by the Administration in Washington, our doors at least will not be closed.

HISPANIC BUSINESS will report on the progress of this important project throughout 1992, as a board of directors and board of trustees are formed. Those interested in learning more about the project can call Rick Mendosa at (805) 682-5843.

This issue also includes an eloquent "Second Opinion" by ASPIRA President Dr. Janice Petrovich, examining the serious need for Hispanic scholarship support in the face of a Department of Education policy to reduce such assistance. Another article, "Finding the Money for College," provides information on sources of financial aid. And "The MBA: Key to Corporate America" reveals how leading business schools stack up in terms of Hispanic enrollment.

Finally, read about Arizona's first Hispanic member of Congress, Representative Ed Pastor, whose election adds volume to the growing Hispanic voice in education and business policy. Mr. Pastor is a member of both the Education and Labor Committee and the Small Business Committee.



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BPA CONSUMER MAGAZINES

EDUCATION

The MBA: Key to Corporate America

The facts on Hispanic enrollment in America's leading business programs.

By Sarah Acosta

This country is verging on an oversupply of MBAs. But is that really a negative trend? According to Victor Arias, president of the National Association of Hispanic MBAs (NSHMBA), "The oversupply doesn't diminish the value of the MBA....It's just more competitive now."

In other words, says Bill James, associate program director of the Graduate Management Admissions Council (GMAC), the increase in applicants for MBA programs will result in a higher caliber student.

It may also mean that Hispanic influentials and U.S. universities need to work more on encouraging Hispanic applications. The business schools would like to have a greater percentage of Hispanic and African American students, Mr. James reports, but "now with the business schools receiving more applications there is less incentive to do recruiting...And then there's the problem of the economy. Many students and employees are afraid to leave their jobs and go back to school."

Certainly Hispanic enrollment has a long way to go.

Based on a long term study by the Washington, D.C.-based American Council on Education (ACE), the greatest increase in educational pursuit by Hispanics has been in MBA degrees. According to ACE's "Tenth Annual Status Report on Minorities in Higher Education," 502 master's degrees in business were awarded to Hispanics in 1976—444 to men and 58 to women. As of 1989, the most recent year reported, the number was 1,581—982 to men and 599 to women. An increase, but still far from proportionate representation.

So even if there were an overall MBA glut, Hispanics as an underrepresented group should be in demand, says Alphonse Brown, assistant dean of the College of Business at the University of Texas-Austin. Wall Street, and especially investment banking, is severely underpenetrated by Hispanics," observes Robert Valdez, managing director of the investment banking firm Kidder, Peabody & Co. "I haven't seen many Hispanics trying to enter this industry...But I strongly believe the opportunities available to Hispanic MBA holders are the same as those available to any other MBA holder."

Besides, Mr. Arias believes, the current increase in MBA enrollment is "a cyclical thing. You're seeing a big surge now because of the state of the economy. There is a high rate of growth in MBAs now, but then it should start leveling out."

In fact from a career standpoint now is a logical time to go to school, Mr. Arias points out. "Now people are weighing the pros and cons. Even though it's tougher to get a job, it's a good time to invest in *full time* study. After all, if the opportunity in the job market is not there, why not take a hiatus and do something constructive that can greatly increase the marketability of your resume?"

M. Orlando (Landy) Narvaez of Austin, Texas offers eloquent testimony to the boost in marketability that an advanced business degree can confer. "My access to corporate America is totally a result of the knowledge and confidence I gained with my MBA," he insists. After completing his MBA work at Corpus Christi State University (which has a 32.4 percent Hispanic enrollment), Mr. Narvaez was hired by the General Motors Corporation as part of their College Graduate in Development program.

And once I got that first opportunity to show what I could do—which so many of us Hispanics are looking for—there was no stopping me!" he exclaims. He quickly worked his way up several levels to the position of Account Manager, Chevrolet Motor Division, and has taken an educational leave of absence in order to get a law degree at the University of Texas-Austin. He will be graduating in August.

But even if they were being strongly recruited to apply to business school, Hispanics face the ultimate barrier: rising tuition rates. Always expensive, the business school option is becoming harder to

Florida Int'l University President Dr. Mitch Maidique confers on site of FIU's new College of Business Administration with Dean Dr. Harold Wyman (right) and construction boss.

afford. Overall, the ACE report warns, "Reduced institutional and state financial support, new and higher admission standards, and rigid enrollment caps threaten to undo much of the progress of the late 1980s at the very time when minorities need to consolidate their gains."

Explains ACE President Robert H. Atwell, "We would be wrong to look at the numbers, see progress, and conclude that recruitment and retention programs on behalf of under-served groups are no longer necessary. We made that mistake in the late 1970s, and we have been struggling ever since to regain those lost advances. We cannot allow attempts to balance this country's federal and state budgets to eradicate efforts on behalf of minorities in higher education."

A HISPANIC BUSINESS survey of Hispanic enrollment in undergraduate and postgraduate business programs shows that some schools—and some advocacy organizations—have not made the mistake of complacency.

The GMAC, working with NSHMBA and other minority MBA organizations,

*Undergraduate Institutions With 25 Percent or More Hispanic Enrollment**

(In order of percentage)

College/University	Total Enrollment	Hispanic Enrollment	Percent Hispanic	Business Degree
Boricua College (NY)	1,100	1,027	93.4%	*Bachelor's in Business Management*
University of Texas-Pan American	12,248	10,344	84.4%	*Bachelor's & Master's in Business Management*
New Mexico Highlands University	2,445	1,690	69.1%	*Bachelor's & Master's in Business Management* *Bachelor's in Business/Office/Marketing*
Texas A&I University	6,014	3,540	58.9%	*Bachelor's & Master's Business Management* *Bachelor's Business/Office/Marketing*
University of Texas at El Paso	16,524	9,508	57.5%	*Bachelor's & Master's in Business Management*
Our Lady of the Lake University (TX)	2,693	1,299	48.2%	*Bachelor's & Master's in Business Management*
Florida International University	21,999	9,455	43.0%	*Bachelor's, Master's, Ph.D. in Business Management*
Incarnate Word College (TX)	2,578	1,099	42.6%	*Bachelor's & Master's in Business Management* *Bachelor's in Business/Office/Marketing*
Western New Mexico University	1,872	728	38.9%	*Bachelor's & Master's Business Management*
Herbert H. Lehman College (NY)	10,238	3,712	36.3%	*Bachelor's & Master Business Management* *Bachelor's in Business/Office/Marketing*
St. Mary's University (TX)	4,045	1,469	36.3%	*Bachelor's & Master's in Business Management*
St. Thomas University (FL)	2,395	867	36.2%	*Bachelor's & Master's in Business Management* *Bachelor's in Business/Office/Marketing*
Sul Ross State University (TX)	1,788	599	33.5%	*Bachelor's & Master's in Business Management* *Bachelor's in Business/Office/Marketing*
Corpus Christi State University (TX)	3,814	1,234	32.4%	*Bachelor's & Master's in Business Management*
Mount St. Mary's College (CA)	1,179	370	31.4%	*Assoc. & Bachelor's in Business Management*
University of Texas at San Antonio	15,489	4,687	30.3%	*Bachelor's & Master's in Business Management*
Barry University (FL)	5,903	1,722	29.2%	*Bachelor's & Master's in Business Management* *Bachelor's in Business/Office/Marketing*
College of Santa Fe	1,052	306	29.1%	*Assoc., Bachelor's, Master's in Business Management*
New Mexico State University	14,812	4,039	27.3%	*Certif., Bachelor's, Master's, and Ph.D. in Bus. Mgmt.*
Cal State University, Los Angeles	21,596	5,856	27.1%	*Bachelor's & Master's in Business Management* *Bachelor's & Master's in Business/Office/Marketing*
Mercy College (NY)	4,800	1,292	26.9%	*Certif. & Bachelor's in Business Management*
City College (NY)	14,090	3,642	25.8%	*Bachelor's in Business Management*

* Based on 1990 data compiled by Hispanic Association of Colleges and Universities (HACU) and reported in September 1991 annual report.

sponsors a three-hour "Destination MBA" road-show to familiarize Hispanics and African Americans nationwide with the opportunities inherent in an MBA. Average attendance at these free seminars has been more than 200.

About 70 percent of these attendees have a bachelor's degree and several years of work experience, says the GMAC's Mr. James, because 90 percent of the 107 schools affiliated with the GMAC refuse to accept applicants without prior business experience. (Although from our own conversations with affiliate schools of the American Assembly of Collegiate Schools of Business, it is apparent that admissions offices do not like to discourage those without experience from applying, since each applicant is considered an individual case.)

Another organization of note is The Consortium for Graduate Study in Management. The Consortium's nine member universities offer Consortium Fellowships for graduate management programs to selected top minority students. Officially, their mission is to "assist talented minorities with leadership potential to become members of the managerial ranks of American businesses. We identify future minority managers, challenge them with a high-quality graduate management education, and offer them an opportunity to compete for entry-level management positions in corporate America." The program is therefore known for its benefits to corporate sponsors as well as to minority students.

The pool of fellowship applicants is developed from an annual nationwide blitz of visits to colleges, minority career programs, graduate and professional school days, and MBA forums. All of which generates an estimated 1,000 applications each year. In 1990 and 1991 alone, 454 (21 percent) of the applicants were awarded fellowships and another 457 (22 percent) were admitted to a Consortium school's graduate management program without a fellowship.

A number of universities also maintain independent programs to draw minority students. The University of Wisconsin, Madison (a member of the Consortium for Graduate Study in Management), for example, is developing a series of two- to three-week summer sessions called the "Emerge Program." The different sessions, explains Philip Miller, director of the business graduate program, will be for high school students looking toward college for undergraduate students with potential to pursue graduate work, and for graduate students thinking of continuing to the doctorate level.

Landy Narvaez credits his MBA with providing an entre to the executive ranks of General Motors.

That final level is very important, Mr. Miller explains, because the best way to draw minority students to a college or university is to have minority faculty members. Mr. Alphonse Brown, assistant dean at UT-Austin, concurs. "It is true that minority professors draw minority students to universities," he says. "There are comfort levels, you have role models, and you don't have to feel like a pioneer in an area."

UT-Austin participates in the National Name Exchange (26 institutions) and Western Name Exchange (28 institutions), as well as the Consortium for Graduate Study in Management. The name exchange databases include the names of all minority junior year students in participating schools with a GPA of 2.7 or higher, says Dolores Garcia, administrative associate of UT-Austin's Graduate Opportunity Program. These students are sent information from recruiting graduate schools.

Although many schools belong to both of the exchanges, the National Name Exchange includes, for example, names of students at MIT, Harvard, Cornell, Princeton, Carnegie-Mellon, UC Berkeley, and

*Hispanic Enrollment in Graduate Business Programs of Universities Belonging to Consortium for Graduate Study in Management**

College/University	Total Enrollment	Hispanic Enrollment	Hispanic Consortium Fellows
University of Texas at Austin	997	77	31
University of Michigan, Ann Arbor	862	54	17
New York University	3,205	28	9
Indiana University	650	14	13
University of Wisconsin at Madison	665	9	5
Washington University at St. Louis	285	7	5
University of North Carolina, Chapel Hill	400	4	2
University of Rochester	407	1	1
University of Southern California	480	NA	NA

*As reported for 1991-92. Consortium schools are dedicated to recruiting minority students into their graduate management programs, and offer both Consortium scholarships and other assistance to minorities.

UCLA. In the Western Exchange a graduate school can source names from such institutions as ASU, Colorado State, New Mexico State, Stanford, or Texas A&M.

The NSHMBA is also developing a "report card" on MBA programs, to help Hispanic candidates focus on the schools where their chances of successful enrollment will be greatest.

In the targeting process, explains Kidder, Peabody's Mr. Valdez, remember that "the value of the MBA depends on the quality of the institution. Given from a well-established, recognized institution, it is valuable." But on the other hand, says Mr. James over at the GMAC, no "ranking" can determine exactly which school is best for an individual candidate. "We inform all of our panelists to stay away from ranking. We turn that back around to the student. You must be comfortable with the school you're attending. Only a few get in to some of the better known schools, but then again, only a few will be comfortable in that environment."

Regarding the focus one may choose within an MBA program, Assistant Dean Brown from UT-Austin offers some advice: "If you find something you like, focus on it and do the very best you can...you'll be rewarded for it later. If not directly, then in tangential ways."

Another thing to look for is "endowed" faculty positions in one's area of focus. Corporations and individual executives, often alumni, donate hundreds of thousands of dollars to establish and fund such chairs, which in turn add to a program's financial strength and reputation.

The listings of schools provided here were compiled to help prospective business education candidates begin defining the field for their search. We can only urge them to begin now. (▼▲)

Hispanic Enrollment of Leading Graduate Business Schools*

College/University	Total Enrollment	Hispanic Enrollment	Percent Hispanic
1. Stanford (CA)	636	21	3.3%
2. Wharton (PA)	649	19	2.9%
3. Harvard (MA)	803	21	2.6%
4. Columbia (NY)	674	17	2.5%
5. Carnegie-Mellon (PA)	204	4	1.9%
6. Chicago (IL)	576	9	1.6%
7. Kellogg (IL)	503	5	1.0%
8. MIT (MA)	400	4	1.0%
9. Dartmouth (NH)	182	2	1.0%
10. Cornell (NY)	229	2	0.9%

* Based on information from the AACSB for 1987-88, the last year consistent documentation was received from member institutions. Later data from schools still reporting Hispanic enrollment indicate most numbers have increased.

Top Master's Programs in Hispanic Enrollment*

College/University	Hispanic Enrollment	Total Enrollment
1. Florida International University (FL)	231	696
2. Baruch College-CUNY (NY)	94	2,677
3. Pace University (NY)	94	3,037
4. University of Texas-Austin (TX)	72	1,212
5. Pepperdine University (CA)	70	2,117
6. Laredo State University (TX)	58	131
7. St. Mary's University (TX)	55	241
8. University of Michigan-Ann Arbor (MI)	51	1,709
9. Harvard University (MA)	47	1,578
10. New York University (NY)	39	3,654
11. University of Texas-El Paso (TX)	37	140
12. Fairleigh Dickinson University (NJ)	35	2,600
13. De Paul University (IL)	34	2,702
14. University of Dallas (TX)	29	1,528
15. Rutgers-State U. of NJ/Newark (NJ)	28	1,750

* Based on information from American Assembly of Collegiate Schools of Business (AACSB)— the accrediting body for business schools. Data are for 1988-89. Listing may overlook some member institutions prohibited from responding to survey as of 1988.

Universities with Graduate Emphasis in Entrepreneurship

Babson College *	Wellesly, MA
Cal State Los Angeles †	Los Angeles, CA
Cal State Hayward	Hayward, CA
Carnegie Mellon University	Pittsburgh, PA
DePaul University	Chicago, IL
Fairleigh Dickinson University	Rutherford, NJ
Georgia State University *	Atlanta, GA
Golden Gate University	San Francisco, CA
Harvard University *	Cambridge, MA
NOVA University	Ft. Lauderdale, FL
Stanford University	Palo Alto, CA
State University of New York	Albany, NY
Texas A&M University	College Station, TX
University of Maryland	College Park, MD
University of North Texas	Denton, TX
University of Southern California *†	Los Angeles, CA
University of Tennessee	Knoxville, TN
University of Texas at Austin *†	Austin, TX
University of Tulsa	Tulsa, OK
Westchester University	White Plains, NY
Wichita State University	Wichita, KS
Xavier University	Cincinnati, OH

* University with endowed faculty positions in entrepreneurship.
† University with more than 25 percent Hispanic enrollment.

SCHOLARSHIP

Finding the Money for College

How to get an edge in the serious race for scholarship money.

By Rick Mendosa

Students looking for financial support will find a lot out there—if they know where to look and if they work hard to get there before the competition.

Some $28 billion in scholarships, grants, loans, and other forms of financial aid helped half of all college students pay for their education in the 1990-91 school year, according to the College Board, a nonprofit educational association. About 5 million students received this help.

But it's not enough to go around. Many Hispanic students are unable to enroll or continue in college because of escalating costs. In the past year alone, undergraduate tuition and fees went up an average of 6 to 13 percent.

Private four-year colleges are more expensive than ever before, averaging $10,017 a year for tuition and fees alone—to say nothing of room and board, books and supplies, and other incidental expenses. This is a 7 percent increase over the 1990-91 school year.

Costs for attending the most prestigious universities are generally much greater still. In fact, among the 299 four-year private colleges and universities surveyed by the College Board, the cost of tuition and fees went as high as $19,400 a year. Private two-year colleges are up 6 percent, to $5,290.

Public institutions are, of course, more reasonable—if you qualify as a local or in-state resident. Among four-year institutions, tuition and fees for in-state or in-district students average $2,137, up 12 percent. Public two-year colleges are up 13 percent, to $1,022 on the average.

One way for Hispanics to find a competitive edge in the money race is the University of Nebraska-Kearney's scholarship database. The database was initiated by Benjamin Avila, who teaches

Where to Start the Scholarship Race

Useful resources for financial aid include the following:

University of Nebraska at Kearney Scholarship Networking System
Tailored search of database listing thousands of scholarships—most for minorities (see form on a following page).

Applying for Financial Aid
ACT Student Assistant Programs, P.O. Box 168, Iowa City, IA 52243. Free.

Don't Miss Out: The Ambitious Student's Guide to Financial Aid.
Octameron Associates, P.O. Box 2748, Alexandria, VA 22301. $7.75.

Meeting College Costs: A Guide for Students and Parents
College Board, 45 Columbus Avenue, New York, NY 10023. Free. Available in either English or Spanish (specify).

Financial Aid for Minority Students (a series of six booklets)
- In Business and Law
- In Education
- In Engineering and Science
- In Health Fields
- In Journalism and Mass Comm.
- In Any Field

Available from the Garrett Park Press, P.O. Box 190H, Garrett Park, MD 20896. $4.95 each, $25 for the set of six.

Need a Lift?
American Legion. P.O. Box 1055, Indianapolis, IN 46206. $2. Strong on programs for veterans or their dependents.

Directory of Special Programs for Minority Group Members: Career Information Services, Employment Skills Banks, Financial Aid Sources
Fifth Edition. Garrett Park Press, P.O. Box 190H, Garrett Park, MD 20896. $30.

The Student Guide (to federal financial aid programs)
Financial Aid Information Center, U.S. Department of Education, Washington, DC 20212. Free.

How to Increase the Odds in Your Favor

You can improve your chances of getting help with college costs by doing the following:

1. Ask a local counselor for information on programs specifically designed for persons from your geographic area.

2. Learn about any special programs developed by your state.

3. Find out about the many scholarships available from service organizations like the Kiwanis Club, which school counselors may not aggressively promote.

4. Make early and continued contact with the financial aid office at your colleges of choice to show your strong interest. They often know of programs that may be of special interest to you but are not well publicized.

5. Identify the educational opportunity centers in your area and take advantage of them. These centers are developed to help students from low-income families learn about and enter college programs, with needed financial aid.

6. Apply for federal financial aid programs; get help here from the financial aid office at a college/university.

7. If unable to afford a four-year college, at least to start, consider a two-year public school in your area for your initial years.

Average College Costs by Type of School

	Four-Year College			Two-Year College	
	Public (Resident)	Public (Commuter)	Private (Resident)	Private (Commuter)	Public (Commuter)
Tuition and fees	$2,137	$2,137	$10,017	$10,017	$1,022
Books and supplies	485	485	508	508	480
Room and board	3,351	1,468	4,386	1,634	1,543
Transportation	464	793	470	795	902
Other	1,147	1,153	911	1,029	966
Total	**$7,584**	**$6,036**	**$16,292**	**$13,983**	**$4,913**

Source: The College Board, data are for the 1991-92 school year.

English as a second language at Kempner High School near Houston. "The information was focused at first on scholarships specifically for Hispanic students," Mr. Avila says, and has since been broadened to include thousands of other listings.

Mr. Avila says he created the database of scholarships at a time three years ago when he had returned temporarily to his home in Grand Island, Nebraska. "I was committed to trying to do something for Hispanic students in Nebraska," he explains.

While Mr. Avila was back in Nebraska, he began helping Dr. Leonard Skov, dean of the College of Education at the University of Nebraska at Kearney. Together they computerized all the information they could get on scholarships. In 1990 with the financial support of Southwestern Bell they printed the "Hispanic Scholarship Resource" directory.

Later they discovered that it was more efficient to tailor listings of applicable scholarships through individual searches of the database. "Two or three students do the work as a part time job," Dean Skov says. "We have a one-to three-week turnaround, and with the results of the search we also send tips to the enquiring individual on how to write an application letter." To date, the university has conducted somewhere between 3,000 and 5,000 individual database searches for students seeking college scholarships.

To obtain a tailored listing of available scholarships, students need only complete the application form (provided on the following page), and mail or fax it to the university. The service is free of charge.

Mr. Benjamin Avila developed a database with information about hundreds of scholarships for Hispanics, which the University of Nebraska has expanded in size and scope.

Contrary to some reports, many scholarships specifically directed to Hispanics are still available—and constitutional. This remains true in spite of recent actions to eliminate such support taken by two branches of the federal government, the executive branch under President Bush, and the federal courts.

Late last year, Lamar Alexander, the Secretary of Education in President Bush's cabinet, issued a policy statement that bans taxpayer-funded scholarships based exclusively on race except under a number of specific circumstances. One exception is when scholarships are used as a tool to achieve diversity on college campuses. Another is when scholarships based on race are used as a way "to correct past discrimination." The Administration's policy does not affect scholarships intended for minorities that are funded by private donors.

More recently, a federal appeals court called into question the constitutionality of the University of Maryland's scholarships based on race as a way to correct past discrimination. The court has not yet struck down the university's scholarship program. Rather, it sent the case back to a lower court for more hearings on its constitutionality. Ironically, the case was brought by a student, Daniel J. Podberesky, who describes himself in court documents as Hispanic.

It is strange indeed that challenges to scholarships for minorities should come at a time when college costs have risen so far: at a time when minorities are finding it much harder to obtain a university education.

In 1989, the most recent year for which complete data are available, only 16 percent of college age Hispanic youths were enrolled in college, compared with 24 percent for African Americans, and 32 percent for mainstream youth. But worse, the Hispanic enrollment percentages have fallen off by one-third since 1989, according to information gathered by ASPIRA, a national nonprofit organization dedicated to assisting Hispanic youth.

That's a strong reason for the Hispanic community to get involved in the issue of minority scholarships, to provide support for Hispanic students, and to inform those students of what's available. (HB)